



LATTICE CONSULTING

PUBLIC SECTOR PRACTICE

# Translating Vision to Development Impact

EXECUTION IS EVERYTHING!

Citizens expect  
delivery of services  
in shorter time  
frames and become  
disillusioned when  
their expectations  
are not met.

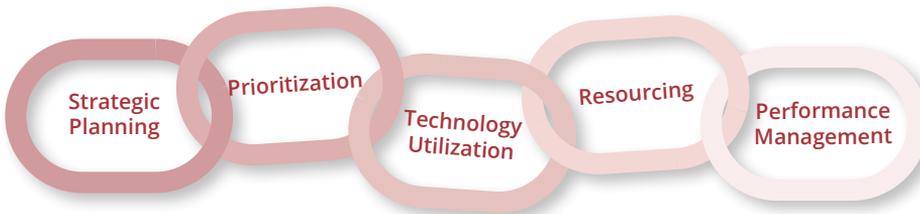


# Delivering the Promise

## Delivering the Promise

Governments the world over are under unprecedented pressure to deliver an increasing workload with limited financial resources. Kenyan County governments are not an exception - citizens expect delivery of services in shorter time frames and become disillusioned when their expectations are not met. On the other hand, County government leaders may know what they want to deliver, but get embroiled in bureaucratic practices which generate myriads of strategic plans and complex stakeholders-management challenges, leaving little space to focus on delivering outcomes.

Typically, there is a chain of five practices that guide the translation of high-level vision into reality successfully:



Lattice has adopted these five practices in our approach which we refer to as '**Leading for Results**'. We engage County Leadership Teams and enable them to: unpack and translate the county's strategic plans into action; prioritize key outcomes; maximize utilization of technology; align budgets with priorities and provide them with implementation support to manage and monitor performance holistically.

## Addressing the Fiscal Challenge

One of the challenges cutting across the

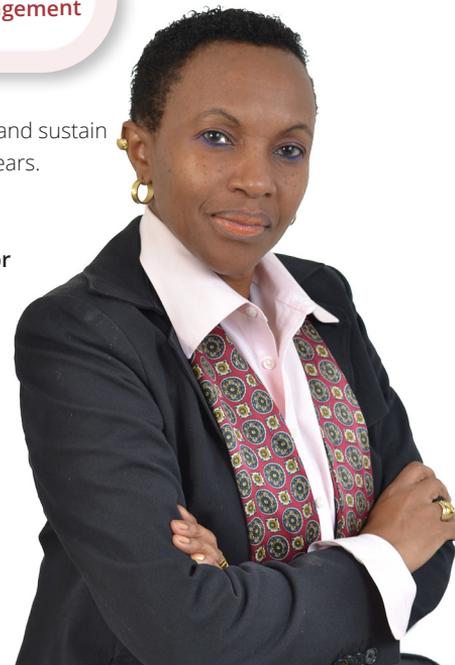
Counties is financing – they depend on the national government for their share of a formula-based allotment of funds which does not necessarily meet their needs. On the other hand, they face challenges in raising revenues to complement these funds.

We use several approaches to mobilize more funds including: align planning and budgeting; re-allocate funds from non-performing initiatives; enhance financial management capability and execute levers to improve revenue management, collection and billing. In addition, we develop suitable financing models to mobilize funding for commercially viable large capital-investment projects.

We have no doubt that our '*Leading for Results*' approach will enable the Counties to

translate their vision to results and sustain the impact way beyond the 5-years.

**Mwende Gatabaki**  
Practice Leader - Public Sector



## 1. LEADING FOR RESULTS

# An Executive Leadership Development Program

### TARGET PARTICIPANTS:

**County Leadership Team** {CECs, Chief Officers and Directors}

This is a transformational leadership development program designed to drive execution excellence. It provides the County Leadership Team (CLT) with a thorough understanding of the five 'Leading for Results' execution practices (**strategic planning, prioritization, technology utilization, resourcing and performance management**), creates a shared vision, raises their awareness of their leadership role, catalyzes joint ownership and accountability for results, and actively strengthens their leadership and management skills.

This program is delivered through a 3-Stage approach, over a period of 6 months:

<b>Stage 1</b>	<ul style="list-style-type: none"><li>Align the CLT behind the County Leader's vision and strategic direction.</li><li>Harmonize strategic plans, identify priorities, key performance indicators and targets.</li><li>Undertake a capability assessment and propose recommendations for enhancements</li></ul>	5 Days
<b>Stage 2</b>	<ul style="list-style-type: none"><li>A classroom structured training that equips the CLT with the tools and techniques to drive execution excellence and adoption of modern management practices.</li></ul>	5 Days
<b>Stage 3</b>	<ul style="list-style-type: none"><li>Executive Coaching for the County Leadership Team</li><li>Roll out of the Results Management Framework to guide execution</li><li>Institutionalize Results Management as 'the way we work' culture.</li></ul>	20 Days {Over 6 months}

### LEARNING OUTCOMES

- How to become an effective transformational leader
- How to unpack and translate the county's development plans into actionable programs.
- How to drive high performance and impact at scale
- How to effectively manage impactful development projects and gain stakeholder buy-in
- How to manage and monitor delivery of results

### KEY DELIVERABLES

Through the program, Lattice will:

- Build **Leadership and Management** capacity to enable county leaders to deliver on their development goals within the set budgets- and to build high performance teams.

- Implement a **Results Management Framework** (RMF) to guide the implementation towards the set efficiency, effectiveness and impact targets.
- Establish a robust **Communication Platform** to facilitate stakeholder engagement, collaboration and information sharing.
- Institutionalize the use of a **Results Reporting Tool** to provide a timely and holistic view of the county's performance, and enable the County Leader to engage the CLT in regular performance dialogue.
- Provide **Implementation support and coaching** for six months after the training to facilitate the execution process and results management.

*(See enclosed detailed program brochure for details)*



## 2. ORGANIZATIONAL EFFECTIVENESS

### Achieving goals with limited resources

The transition to a devolved system of government brings decision making structures, processes and services closer to the people. However, delivery of services on the existing infrastructure is a daunting task. It requires rapid scaling-up of the County's capability to deliver services and execute their development plans more efficiently and effectively. Hence, it necessitates a shift in approach to management practices that focus on improved efficiency, effectiveness and measurable outcomes.

In this context, we support and accelerate the adoption of modern management practices as follows:

- 2-1 Develop an Implementation Plan:** We unpack the strategic plans, prioritize key initiatives and define an implementation roadmap. This enables the team to work jointly towards common goals which response to what the citizens most want and need.
- 2-2 Enhance Organizational Capability:** We undertake a capability assessment, and propose necessary enhancements to the structures, people and processes, to support the implementation roadmap.
- 2-3 Establish key Operational Practices:** We map and standardize practices across the various functions to reduce bureaucracy and eliminate silos.
- 2-4 Institutionalize Performance Management:** We facilitate the development and implementation of a county performance management system to strengthen accountability for results.

### 3. ENHANCING SERVICE DELIVERY

## Leveraging the power of ICT

ICT has the potential to transform the county government, businesses, drive entrepreneurship, innovation and economic growth. Effective adoption of ICT can enable the County to provide quality, efficient and effective utility and sector services, which meet the evolving expectations of the citizens and businesses, and boost quality of life even during the period of tight budgets and increasingly complex challenges.

In the regional county economic blocks, we promote the use of ICT to strengthen integration, increase economies of scale and enhance trade. We support the block to build a competitive ICT industry to promote innovation, job creation and maximize their export potential.

Our approach is to support the digital transformation journey of the county or regional county economic block through the development and execution of effective digital

transformation strategy that is aligned with their development plans. Key outcome areas of a digital strategy include:

- 3-1 Develop the ICT infrastructure:** This is the foundational pillar of the digital strategy focusing in particular on: a robust connectivity infrastructure, modern data centers, integrated systems and information security.
- 3-2 Establish a Communication Platform:** We establish a robust collaboration and knowledge sharing platform to strengthen the teams and facilitate internal and external stakeholders' engagement -the platform promotes effective Citizens' participation in the government plans.
- 3-3 Build a robust Data Analytics:** We enable the unification of the myriad of registries with their public data and market information. This supports evidence-based decisions, leading to better resource allocation and deeper impact.
- 3-4 Develop the ICT Sector:** We provide support in the development of the ICT Sector which then serves as an enabler and accelerator of growth in other sectors especially: financial services, health, agriculture, education and climate change adaptation.



### 4. A RESULTS-FOCUSED CULTURE

## In pursuit of execution excellence

Our systematic approach to rigorous execution involves the following key components:

#### 4-1 Establish a Governor's

**Delivery Unit:** We establish and operationalize an implementation-focused Governor's Delivery Unit (GDU) with the appropriate governance, organizational structure and right skills mix. This brings clarity on what the County Government wants to achieved, how it will be achieved, allocation of budgets and how the deliverables will be measured and monitored

with key performance indicators and targets.

**4-2 Accelerate delivery of Rapid Results:** Through the GDU, we identify and support the team in the execution of the top key flagship initiatives that deliver immediate high-impact social outcomes such as: clean water and sanitation, integrated solid waste management and street lighting.

**4-3 Establish a Results Management Framework (RMF) and Results Monitoring Tool (RMT):** As an integral part of execution, Lattice will develop and operationalize the County's RMF and RMT. These tools provide a holistic view of the County's operations and enable the County Leader to proactively engage the County Leadership Team in managing the performance of the County and take timely remedial actions.

## 5. SUSTAINABLE ECONOMIC GROWTH

# Reforming the County's Business Environment

We work with the county to help them identify their key economic growth drivers and develop their business environment to facilitate sustainable economic growth.

Our approach integrates both the supply-side and demand-side of the value chains. In particular our services focus on the following areas:

### 5-1 Accelerate Economic Growth:

We unpack the County's development plans and package high-potential value chains for investments; build capacity for market driven economic planning and establish structured processes to guide execution, monitoring and evaluation of the programs.

### 5-2 Reform the Business

**Environment:** We identify and

propose the necessary levers to strengthen the county-level investment climate in order to create an attractive environment for investors and private sector and support the development of County investment promotion and market development strategies

**5-3 Drive Youth Empowerment:** We facilitate the development of a Youth Entrepreneurship Development Strategy to create and manage sustainable and efficient businesses to support youth employment. These strategic interventions include mentorship and coaching; youth business incubation; business infrastructure support and establishment of an effective youth entrepreneurship collateral fund.

**5-4 Establish a County Engagement Platform:** Lattice establishes a suitable communication platform to facilitate stakeholders' engagement and alignment with a shared County development vision and strategic direction- this enables the citizens to actively participate in the planning and implementation of development plans in their County – a critical success factor for buy-in and execution.

## 6. THE FISCAL CHALLENGE

# Expanding the County's fiscal space

Lattice has extensive expertise and experience in the banking and financial services sectors. We support the county government in identifying suitable levers to navigate financial challenges including:

**6-1 Streamline Budgets:** Working with the Finance Department, we identify areas where the County can raise additional funds internally to allocate to the priority outcomes including aligning budgeting with planning, re-allocation from non-performing projects.

**6-2 Boost Revenue Management:** We define and establish end-to-end integrated systems to improve revenue management, collection and billing as well as identify new revenue generating streams.

### 6-3 Strengthen Financial

**Management Capability:** Effective

financial management will necessitate the transformation of the finance function from a back-office function managing transactional activities, to a strategic function which drives capital efficiency and improves productivity. Our training program 'Modern Public Financial Management 101', will equip the finance team with the necessary skills and tools.

**6-4 Accelerate Poverty Alleviation:** As a key enabler of development, we promote financial inclusion and support the County government in the identification and development of financial interventions and schemes to deepen access to financial services and products. In addition, we provide capacity development training to boost financial literacy and business management skills.

**6-5 Mobilize Project Financing:** To finance large capital intensive projects, we will establish an Investment Promotion Agency (IPA) through which suitable financing models will be identified including public-private partnerships, municipal bond, joint ventures etc. Through the Agency, we coordinate suitable investors' forums and negotiate project financing on behalf of the County. Our approach introduces investment accountability by prioritizing, actively managing and closely governing capital investments.

# About Lattice

Lattice is a leading East African boutique management consulting firm in East Africa. Over the last decade, we have served a broad range of clients, across a diverse range of sectors including Financial Services, Government, Education, Beverages, ICT & Telecommunications, Health, Manufacturing, Media etc.

Lattice is the exclusive local partner in East Africa, of **Larive International BV**, a Netherland-based consultancy and project management firm. Together, Lattice and Larive have been coordinating **FoodTechAfrica (FTA)** project in East Africa - a public private partnership financially co-funded by the Dutch Government to implement aquaculture development activities in East Africa since 2013.

## SOME OF OUR KEY CLIENTS INCLUDE:



## OUR LEADERSHIP TEAM

# Mwende Gatabaki

## Practice Leader – Public Sector

Mwende is a global ICT award winner with over 20-years of international development experience gained from working at local, continental and global levels with various organizations including: McKinsey & Co, Government of Kenya, African Development Bank, Kenya Tea Development Agency and World Food Program based in Italy.

### SUMMARIZED PROFILE

- Technical Expertise**
- Strategy; Organizational Effectiveness; Digital Transformation (ICT & ICT4D); Project and Program Management; Performance Management; Leadership Development and Stakeholders' Engagement.

### HIGHLIGHTS OF WORK EXPERIENCE

- McKinsey & Company**  
2015-2016
- **Project Leader:** Mwende developed a transformation roadmap to position one of the Counties, to a regional and global business, industrial and services hub for Africa.
  - **Client:** The County Government, Kenya
  - **Project Leader:** Led the planning and development of a US\$ 24M donor-funded extractives program covering (4) counties in Kenya –key outcome areas included: institutional strengthening, business environment reforms, capacity building and county stakeholder's engagement – **Client:** Bilateral Donor

- Government of Kenya**  
2014-2015
- **Project Director- Digital Transformation of Government:** Upon the request from his Excellency the President of Kenya, she championed the digital transformation of government agenda and established the National Digital Registry Service the foundational pillar of the transformation.

- African Development Bank Tunisia**  
2010-2014
- **Project Director:** Mwende championed the **decentralization** of the Bank's operations from Tunisia to the country offices in Africa – covering delegation of authority, decentralization of operations and redeployment of staff.
  - **Project Leader:** She developed a Results Management Framework and Monitoring Tool -this enabled the Presidency to proactively engage the VPs in managing the performance of the Bank.
  - **Project Leader:** She championed an Organizational Effectiveness initiative to revamp the regional Bank for greater and sustainable performance, with focus on streamlining the organizational structure and process improvement.

- Kenya Tea Development Agency**
- **Project Director:** Mwende spearheaded the digital transformation of the small scale-tea farming to a globally competitive and profitable business – Through this initiative, the farmers' incomes increased by over 40% and KTDA became the first African Organization to win a global ICT award.

- Education**
- MSc in Management and Organizational Development, USIU-Kenya
  - PGD in Computer Science, Salford University-UK
  - BSc in Mathematics -Kenyatta University, Kenya

- Leadership & Management**
- Leadership & Management Dev. Program: Cranfield Management School UK
  - Executive Leadership Program: Harvard School of Business (USA)
  - Experiential Leadership Program – Eisenhower Fellowship (USA).

## OUR LEADERSHIP TEAM

# Winnie Ouko

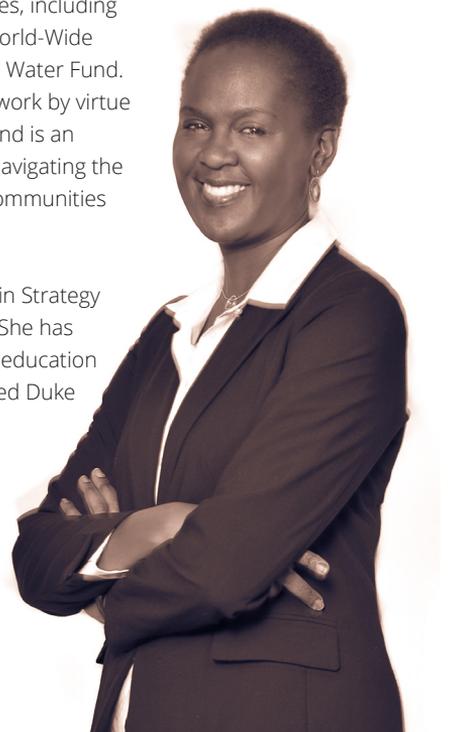
## CEO & Practice Leader – Private Sector

**Winnie Ouko** is a co-founder and CEO of Lattice Consulting. Over the last 15 years, Lattice has served a prestigious list of clients, including large and medium local organisations, international companies, investment firms and financial institutions, who rely on Lattice for strategy and transaction advisory services, capacity building and leadership support. Lattice is also the East African representative of Larive International (based in the Netherlands), advising European and Asian companies seeking to enter East Africa.

Winnie has experience in capital markets, drawing from her days as an Associate Director at Standard & Poor's in NY, where she was in charge of managing the ratings of a portfolio of insurance companies in North America. Winnie's career started as an auditor at Price Waterhouse in Nairobi, Kenya. She left as an audit senior, having worked on audits for a wide range of clients across Kenya.

Winnie serves on the boards of a number of companies, including Barclays Bank of Kenya, Vodacom Plc Tanzania and World-Wide Fund for Nature (International), and the Kenya Pooled Water Fund. She is a member of the Aspen Global Leadership Network by virtue of her fellowship of the African Leadership Initiative, and is an advocate of the Adaptive Leadership Framework for navigating the complex leadership challenges facing business and communities around the world.

She holds a BComm from Nairobi University, an MBA in Strategy and Finance from Cornell University, and is a CPA (K). She has taught at the Strathmore Business School's executive education program in Kenya, and was a trainer with the #1 ranked Duke Corporate Education team for Africa.





Gain the skills that will help  
you deliver the promises



Let's talk about solutions  
designed to help you  
deliver the promise

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